



Addressing Inequalities: Preparing Your Organization for an Equitable Hiring Process

March 24, 2021

Workshop Sessions

Energy Check!

ONE



TWO



THREE



Zoom Norms



- Keep yourself on mute unless you're speaking. We encourage you to share when you do have something to add!
- Keep your video on if that feature is enabled. We'd love to see you!
- Use the chat function to ask and answer questions.

Welcome!



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Framing Our Time Together

Pathway 1: Learning New Opportunities

Session 1: Virtual Job Fair Considerations and Planning and Leading Virtual Interviews

Session 2: Planning for the Future of Hiring

Pathway 2: Addressing Inequities - identifying barriers and solutions in the hiring process

Session 1: Preparing your organization for an equitable hiring process

Session 2: Engaging Candidates in an Equitable Interview Process

Pathway 3: Talent Lifecycle - visualizing hiring within the bigger picture

Session 1: Introduction to EVP and a Checklist of How to Assess / Get Started

Session 2: Using Personas to Visualize the Life Experience of Talent from Hire to Retire

Session Purpose and Objectives

- Identify where to start to begin moving toward an equitable process
- Understand how to intentionally build a hiring team
- Learn how to build a cohesive and reflective strategy

Teachers of color are leaving the profession at a higher rate than they are joining right now. Studies found the following main reasons...

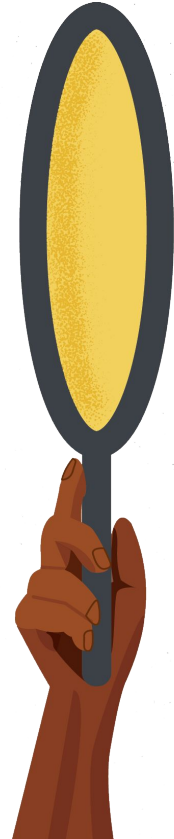


- Dissatisfaction with school administration;
- Dissatisfaction with test-based accountability systems;
- Lack of mentoring and support;
- Racial isolation; and
- Lack of autonomy and influence.

Start with Where You've Been

Start with a review of your current hiring practices.

- What has worked well for your district?
- What has not worked well?
- Some Considerations
 - Hiring team, recruitment network, hiring practices, accommodations in the process
 - What biases have been seen or experienced in your district?
- Don't make assumptions.
 - Do you have data? Can you get information from all current staff on their experience with your hiring process?



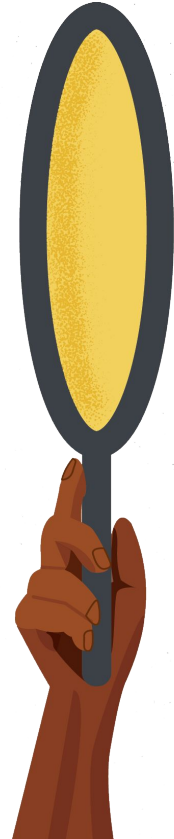
Sample Indicators from our Audits

- What are the demographics of hiring teams? What are the demographics of your community?
- What are the demographics of your current staff?
- What relationships do you have with community organizations and how do you engage them beyond recruitment efforts?
- What job boards do you use for advertising and how are they DEI oriented?
- What accommodations do you offer candidates? (e.g. Childcare reimbursement, travel stipend, virtual interview)
- How often do you revisit your hiring pipeline to identify opportunities to diversify your talent pool?

Start with Where You've Been - Tips

How might you reflect on your hiring process?

- Conduct an internal audit. This is best done by someone who is not directly involved in the hiring process. For example, EE conducts hiring audits with districts.
- Administer an anonymous survey or focus groups. It's important to give people space to share feedback frankly
- Review your recruitment data. Where are most of your candidates hired from? Do you have demographics on application and offer rates?



Discussion:

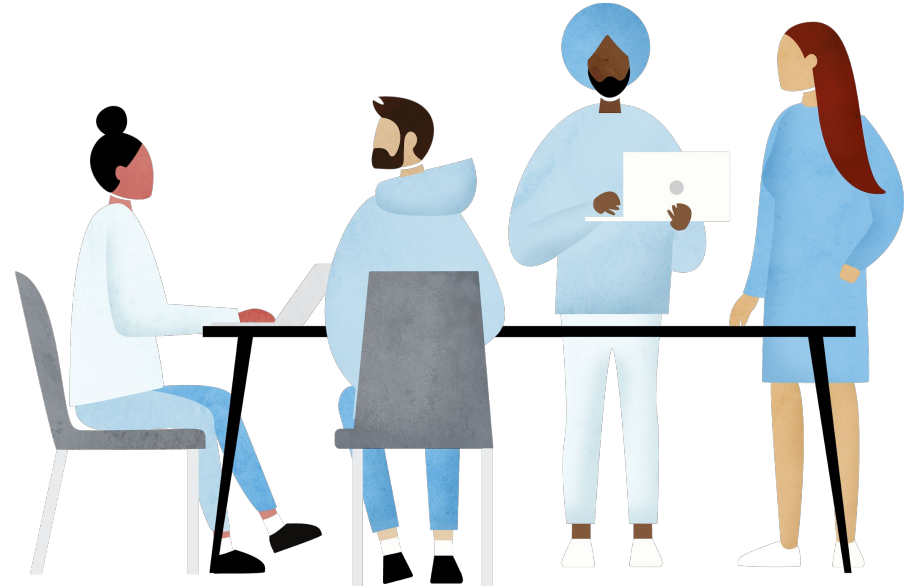
How have you begun reflecting on your current practices?

What challenges have you identified?

What topics are you curious to know more about?

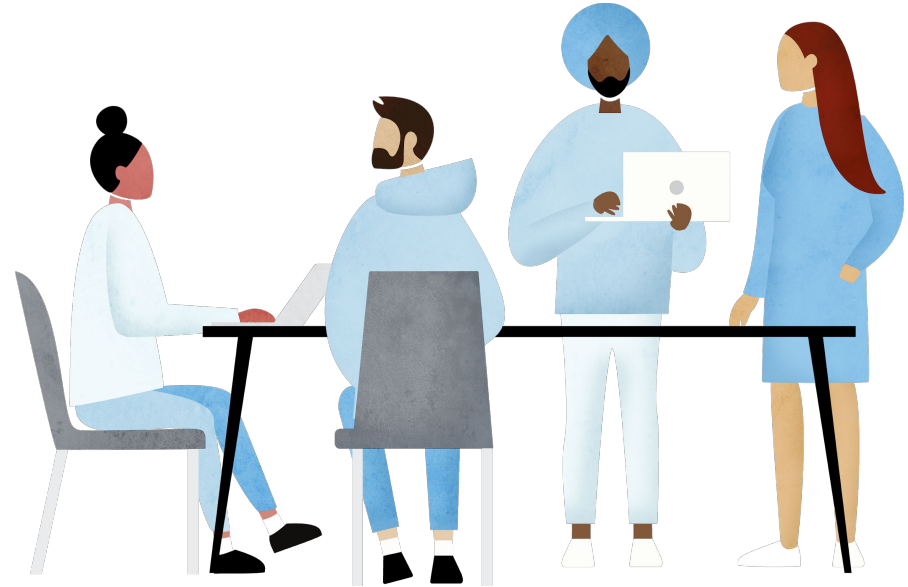
Build Your Hiring Team With Equity At The Forefront

- Invite diverse voices to participate to represent your community.
 - Do **NOT** tokenize.
 - **DO** reflect on voices that have historically been underrepresented in the hiring process.
 - Consider who the new hire will interact with regularly and invite them to participate.
 - Set internal goals (e.g. how representative your hiring team will be)
- Decide on roles
 - This helps add structure so that everyone has an active voice.
 - Who will lead certain parts of the interview? Who will be the primary contact person?
- Ensure everyone is trained in anti-racism and unconscious bias
 - Note that this is just a first step to combatting discriminatory practices; deep organizational reflection and culture shifting is required to have a real impact.
 - Identify partners and resources to effectively lead training



Build Your Hiring Team With Equity At The Forefront - Tips

- Reflect on who has typically been involved and who has been left out.
- Hiring teams should amplify diverse voices and reflect your community.
- Align with your hiring team on equity-oriented objectives (e.g. everyone will complete anti-racism training, all members are given specific opportunities to speak/engage)
- Sample roles might include primary applicant liaisons, rubric developer, team discussion/debrief leader, coordinator



Discussion:

What are some ways you've worked to create an equitable hiring team? What roles exist in your organization for hiring?

Determine Your Approach To Outreach

- What community organizations or universities do you have relationships with? How can you connect with more diverse organizations?
 - Reminder - you should **NOT** tokenize organizations. Recruitment should be part of a broader effort to build relationships in your community.
- Where will you post jobs and what information are you communicating?
 - Identify where and how you will market.
 - Include language on job postings to make your stance on DEI clear.
 - Share your value proposition - what are you bringing to the table? What makes your district a great place to work?



Determine Your Approach To Outreach - Tips

- Begin building long-term relationships so that you are not reaching out to HBCU's or HSIs only when you have an 'ask'
- Identify any DEI-oriented professional organizations that you want to connect with.
- Workshop your value proposition. For example, EE has worked with districts to help them clarify the EVP of their individual schools to help potential new hires understand context.
- Some places to consider advertising: professional organizations with DEI focus, community centers or job fairs, diversity-oriented job boards



Discussion:

Where do you primarily source candidates?
What are some new sources you might leverage?

Build a Cohesive Recruitment Strategy

- Process to prevent barriers
 - How are you screening resumes and cover letters? What clear and objective measures are you evaluating?
- Determine your timeline
 - How and when are you engaging candidates?
 - How are you keeping them informed of your decisions and updates?
- Ensure there are opportunities to connect informally
 - Create inclusive spaces for candidates to engage with your team informally. This should **NOT** be evaluative but rather an opportunity for candidates to get to know more about your district.



Plan For A Retrospective

- Learn from Candidates
 - How can you continue to learn from candidate experiences?
 - Invite feedback from all candidates - hired, not hired, chose not to continue
 - Utilize follow up surveys, interviews, recruiting websites
- Learn from your team
 - How can you learn from internal members of hiring teams?
 - Did everyone feel their voice was heard?
- Plan for change
 - What are you going to do to take action on the barriers that you've identified?
 - Identify changes that need to take place (e.g. now, new, next)
 - Prioritize (prioritization matrix)
 - Make a timeline
 - Define accountabilities



Discussion:

What step are you ready to take?

Thank you!



- **What's Next? Session 2**
Stay put for workshop session 2 -
Addressing Inequities:
Engaging Candidates in an Equitable Interview
Process
- **Before we begin, take a break!**
The next session will begin at
12:50 feel free to turn off video and
take care of your needs until then!